



A STUDY ON EMPLOYEE RETENTION AND ITS RELATIONSHIP WITH JOB SATISFACTION, PERFORMANCE, CAREER DEVELOPMENT AND FAIR TREATMENT

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Abstract

Better HR practices always leads to employee retention. There are umpteen numbers of both academic and corporate efforts in detecting, assessing and practicing best strategies for employee retention yet interestingly this area of study is still evolving. The aim of this paper is to find and assess as what influences employee retention. A survey was designed based on previous literature and in-depth interviews with HR and recruitment heads of certain small and medium enterprises, MANOVA was used as statistical technique to analyse the data and the results are interesting. The factors of study i.e., job satisfaction, performance, career development and fair treatment observed to have unquestionable relationship with effects significant.

Keywords: *Employee Retention, Job Satisfaction, Performance, Career Development, Fair Treatment.*

1. INTRODUCTION

Employee retention is the level of retainment an employer has towards his organization and its values. An engaged employer is aware of business context, and works with others to improve performance within the job for the benefit of the organization. Thus it is a barometer that determines the association of a person with the organization (Josephine, J., 2013)

In the era of cut throat competition and globalization, organisations have realized the importance of making their employees feel fully connected to their organization and to be passionate about their job. Engaging employees is crucial to satisfying and understanding the organization's customers (Ayalew, B. B. 2011). This has a measurable and direct impact on productivity, talent retention, financial results and customer satisfaction.

2. REVIEW OF LITERATURE

Suhasini, N. (2013) in their article on employee retention mentions that the hyper competitive business environment is experiencing a fierce competition for skilled employees. Increase in productivity and quality rests on implementing different ways and means to retain key performers in the organization. The problem is highly persisted in IT industry. The IT industry facing the critical challenges of recruitment and retention of best talent. There are many factors which influence retention and it is required to understand employee expectations, that can made them to stay long back and perform well. Global explosion in business creates more opportunities and people are highly mobile not restricting to particular job. The objective of this paper is to find out the factors which influence employee retention and reasons for employee leaving the organization. Based on analytical study researcher suggest some recommendations for employee retention in IT sector with special reference to study of selected IT companies in Hyderabad, Andhra Pradesh.

Gupta, G. (2013) in their paper mentions that their paper discusses the reasons behind the high attrition rate in tourism industry on the basis of survey among the employees of travel agencies and tour operators and offers some suggestions for employee retention to overcome by the problem. Kumar, P. Et al (2013) in their study aims at developing insight on how employee retention is relevant in present business context. They in fact collected primary data with the help of structured questionnaire administered to the middle level employees in two leading BPO companies in Chennai. 212 middle level employees from those organizations constitute the sample size. Simple random sampling using lottery method was adopted to select the respondents for this study. Professor Gupta used Statistical Package for Social Sciences (SPSS) for data analysis for administering 1) Multiple Regression and 2) Factor Analysis. The major dimensions (Organizational Fit, Remuneration & Recognition, Career Development, Challenging Opportunities, Leadership, Team relationship, Organizational policies, Communication, Working Environment, and Organizational Commitment) are taken to measure their influence in employee retention.

Zacharia, M., Roopa, T. N., (2012) did a study based on the analysis of responses of 30 IT professionals carried out, they found that there was no significant difference among these companies. However with respect to certain demographic factors considered like total experience, position and sponsored certification programs, they also found that there was significant difference between these companies. The outcome of the study is expected to help the HR Managers of these Organizations in minimising the attrition rate by developing effective retention strategies specific to their Organization.

3. OBJECTIVES & RESEARCH METHODOLOGY

This study is basically causal in nature. A survey on 44 employees in small and medium enterprises in Hyderabad was interviewed in June, 2014. There are 14 variables in the study and they are composed of 4 factors. The idea of the research is to explore causal relationships between study variables to its corresponding factors. The following table shows variables that were considered for the study.

List of study factors	
Factor	Items
Recruitment	Fair; Not Fair
Job Design	Meticulous; Not Meticulous
Career Development Opportunities	Yes; No
Leadership	Fair; Not Fair
Empowerment	Yes; No
Equal Opportunities	Yes; No
Fair Treatment	Yes; No
T & D	Meticulous; Not Meticulous
Performance Management	Meticulous; Not Meticulous
Compensation	Fair; Not Fair
Health & Safety	Fair; Not Fair
Communication	Good; Not Good
Jobsatisfaction	High, Moderate, Low

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All variables are nominal measures. Hence descriptive statistics were computed in analysis. The analysis was done in four different parts, i.e., (1) Job satisfaction vs. other study variables, (2) Performance vs. Other study variables, (3) Career development vs. other study variables, (4) Fairness vs. Other study variables. Finally these factors viz. Job satisfaction, performance, career development and fairness were analyzed as independent variables by considering as Libre Office Calc is used for statistical analysis. The data was analyzed with the help of MANOVA. MANOVA uses f-test as intrinsic statistical test for inferences. The null hypothesis under MANOVA model is as follows:

H_0 : all means of the sample distributions are equal.

H_a : at least two means of the sample distribution are not equal.

Study hypothesis follows as mentioned under.

H_1 : Differences between Job satisfactions versus other study variables are not significant.

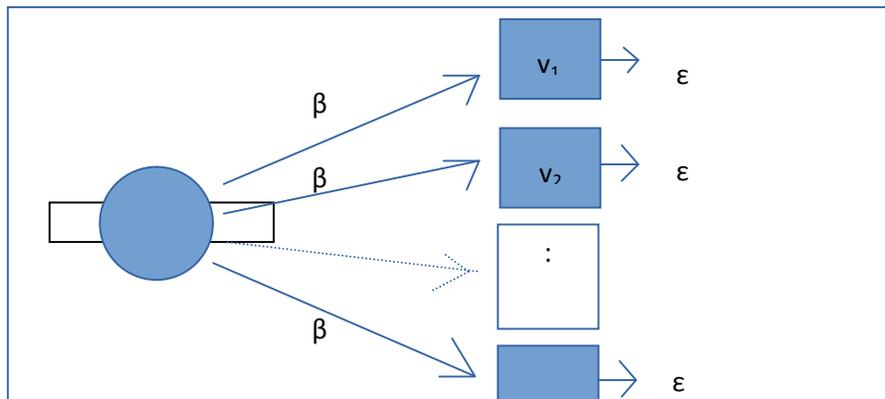
H_2 : differences between Performance versus fair treatment, T & D and compensation are not significant.

H_3 : differences between career development versus job design, recruitment, T & D and health & safety are not significant.

H_4 : differences between fair treatment versus leadership style, empowerment, equal opportunity and communication are not significant.

MANOVA used in order to test these hypotheses. MANOVA appears to be right technique to explore relationships between factors and other study variables. Job satisfaction, Performance, Career development and Fair treatment were chosen to be factors of the study. Each factor was tested by other variables that selected as by other research studies. For instance, job satisfaction seems to depend on any variable of interest viz., job design, recruitment procedures, T & D etc. Performance seem to depend on compensation, T & D, fair treatment etc. These relationships were discovered through literature survey to make this study rather systematic. Finally the main study factor i.e., Retainment tested as repressor against predictors job satisfaction, performance, career development and fair treatment. The following figure could illustrate the plot for the study.

Figure 1: Job satisfaction



4. ANALYSIS

As mentioned in research methodology the analysis for this study was done by using MANOVA though LibreOffice. The results are provided in 4 different sections viz., (1) Job satisfaction vs., other factors of study, (2) Career development vs., Job design, Empowerment, Fair treatment, T & D, Compensation, Leadership styles, Communication styles, (3) Performance vs., Health & safety, Communication, T & D, Fair treatment, Leadership, Career development, Job design, recruitment. The following table shows the summary statistics for study characteristics.

Table 1: Descriptive statistics of study characteristics

	Recruitment	Job Design	Career Development	Leadership	Empowerment	Equal Opportunities
Mean	1.59	1.48	1.48	1.45	1.55	1.43
Standard Error	0.07	0.08	0.08	0.08	0.08	0.08
Mode	2.00	1.00	1.00	1.00	2.00	1.00
Median	2.00	1.00	1.00	1.00	2.00	1.00
Variance	0.25	0.26	0.26	0.25	0.25	0.25
Standard Deviation	0.50	0.51	0.51	0.50	0.50	0.50
Kurtosis	-1.94	-2.09	-2.09	-2.06	-2.06	-2.01
Skewness	-0.38	0.09	0.09	0.19	-0.19	0.29
Range	1.00	1.00	1.00	1.00	1.00	1.00
Minimum	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	2.00	2.00	2.00	2.00	2.00	2.00
Sum	70.00	65.00	65.00	64.00	68.00	63.00
Count	44.00	44.00	44.00	44.00	44.00	44.00

Fair Treatment	T & D	Performance Management	Compensation	Health & Safety	Communication	Jobsatisfaction	Retention
1.55	1.73	1.39	1.50	1.52	1.52	1.91	1.48
0.08	0.07	0.07	0.08	0.08	0.08	0.11	0.08
2.00	2.00	1.00	1.00	2.00	2.00	2.00	1.00
2.00	2.00	1.00	1.50	2.00	2.00	2.00	1.00
0.25	0.20	0.24	0.26	0.26	0.26	0.55	0.26
0.50	0.45	0.49	0.51	0.51	0.51	0.74	0.51
-2.06	-0.93	-1.85	-2.10	-2.09	-2.09	-1.12	-2.09
-0.19	-1.06	0.48	0.00	-0.09	-0.09	0.15	0.09
1.00	1.00	1.00	1.00	1.00	1.00	2.00	1.00
1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
2.00	2.00	2.00	2.00	2.00	2.00	3.00	2.00
68.00	76.00	61.00	66.00	67.00	67.00	84.00	65.00
44.00	44.00	44.00	44.00	44.00	44.00	44.00	44.00

Source: data from sample survey

The above table gives the summary statistics for study characteristics. From the table it is clear that average response is more or less same and the population mean (estimate) is 1.54 and standard deviation (estimate) of for population is 0.53. The following table shows the interval estimates at different values of .

1stdev		2stdev		3stdev	
LL	UL	LL	UL	LL	UL
1.0169714842	2.0771843599	0.4868650464	2.6072907978	-0.043241391	3.1373972356

1stdev		2stdev		3stdev	
LL	UL	LL	UL	LL	UL
1.0169714842	2.0771843599	0.4868650464	2.6072907978	-0.043241391	3.1373972356

The lower limit for mean is 1.01 and upper limit is 2.07 at 1 . The lower limit for mean is 0.48 and upper limit is 2.60 at 2 . The lower limit for mean is -0.04 and upper limit is 3.13 at 3 . Not all variables have 3 items, but job satisfaction has three items in study. So, it is like that the response can be 3 with an error of 0.13. It is highly likely or there are chances of observing an extreme response. Doesn't matter whether it is high or low. In other words, at 99 % confidence level it is like to get response of the kind either "high" or "low" for study like this. The same fact is applicable at 95 % of confidence level, but at 90 % confidence interval it is the situation. We need at least 2 to observe extreme response like either "high" or "low". Now let us observe if the study data is normally distributed or not. The following table illustrate the results from Hotelling's T^2 and Mardia's test of normality.

Table 2: Normality test

Multivariate Normality Test			Multivariate Normality Test		
$ x'x $	3.4478E+053	Null Hypothesis is Rejected	$ x'x $	3.4478E+053	Null Hypothesis is Rejected
chisquare	4.5970E+052		chisquare	4.5970E+052	
chisquare critical	60.480886582		chisquare critical	60.480886582	
Univariate Normality Test			Univariate Normality Test		
xx'	F-value	P-value	xx'	F-value	P-value
33.8006198347	4.0670474264	0.8241222398	33.8006198347	4.0670474264	0.8241222398
S/N	N/S	T2	S/N	N/S	T2
0.0114950122	86.994252684	0.3885385389	0.0114950122	86.994252684	0.3885385389
0.010708075	93.387467294	0.3619395708	0.010708075	93.387467294	0.3619395708
0.0113876356	87.814541417	0.3849091425	0.0113876356	87.814541417	0.3849091425
0.0110592523	90.422026394	0.3738095814	0.0110592523	90.422026394	0.3738095814
0.0114474136	87.355976708	0.3869296768	0.0114474136	87.355976708	0.3869296768
0.0113876356	87.814541417	0.3849091425	0.0113876356	87.814541417	0.3849091425
0.0114831311	87.084262281	0.3881369486	0.0114831311	87.084262281	0.3881369486
0.011194201	89.331967602	0.378370932	0.011194201	89.331967602	0.378370932
0.0114950122	86.994252684	0.3885385389	0.0114950122	86.994252684	0.3885385389
0.0113034153	88.468836563	0.3820624431	0.0113034153	88.468836563	0.3820624431
0.0113034153	88.468836563	0.3820624431	0.0113034153	88.468836563	0.3820624431
0.0108976131	91.763213524	0.3683460783	0.0108976131	91.763213524	0.3683460783
0.0187227341	53.411002635	0.6328400174	0.0187227341	53.411002635	0.6328400174
0.0113876356	87.814541417	0.3849091425	0.0113876356	87.814541417	0.3849091425

The above table shows the results for both univariate normality and multivariate normality test. The chi-square critical value is abysmally less than the calculated value. Hence, the null hypothesis is rejected that the sample distribution is not normally distributed. There is evidence in the study thta the sample data is multivariate normal distribution. From Hotelling's T^2 test the p-vlaue is observed to be 0.82 the evidence is not statistically significant. We fail to accept alternative hypothesis that the the variables under study are not normally distributed.1 It is clear that the sample data is normally distributed, so the data is in

1 T^2 is a test of null model over alternative model. So, Hotelling's T^2 tests the ratio of parameters i.e., estimates of null model and estimate of alternative model. If the samples covariances are stronger it might be true that the sample distribution is normally distributed.

support of parametric tests paving the way for MANOVA. The following section shows the results of MANOVA done in LibreOffice suite.

1. Job satisfaction vs. other variables

This very first part of MANOVA analysis. The table 3 shows the details of test. F is 1.518 and it is not significant for the t -statistic (1.739) is less than t critical (2.01). In fact, the observation is same for rest of the variables. F values are not significant for all t -values are less than that of critical. All values are expected nothing is significant. In other words the difference is not statistically significant, which shows the evidence for study hypothesis that job satisfaction prettily depends on study characteristics. All F values are zero which is expected value for any two given variables. For instance, let us take job satisfaction vs. Recruitment the F value is -0.0108 which is not significantly different from zero. Hence, job satisfaction pretty much depends on recruitment practices. The other F value also can be interpreted in same fashion. So, there is evidence in the study for study hypothesis that job satisfaction depends on rest of the study variables viz. Recruitment practices, job design, career development practices, leadership, empowerment, equal opportunity, fair treatment, T & D, performance, compensation, health & safety and communication. All these details are clear from table 3.

Table 3: MANOVA results of Job satisfaction

F Cal.	F Critical	RSQ	RSS
0.7081460984	1.7811420105	0.2348090325	2.5828993578
β	β (SE)	0.529688608	8.4171006422
		t statistic	t critical
-0.01095904	0.1102124799	-0.099435562	2.0166921992
0.0933132812	0.1849885695	0.5044272813	2.0166921992
0.2251623365	0.1852901431	1.2151878816	2.0166921992
-0.327038764	0.1925545548	-1.698421335	2.0166921992
-0.061569802	0.1703757265	-0.361376605	2.0166921992
0.1795437581	0.1952398751	0.9196059871	2.0166921992
-0.164573065	0.2089989971	-0.787434711	2.0166921992
-0.033776994	0.1805805619	-0.187046677	2.0166921992
-0.101844781	0.1745657405	-0.583417917	2.0166921992
-0.029897925	0.1893038923	-0.157936135	2.0166921992
0.1514534242	0.1960616172	0.7724787053	2.0166921992
0.1964284739	0.1863270584	1.0542133583	2.0166921992
-0.180200929	0.1819560781	-0.990353995	2.0166921992
1.5185044068	0.8731591367	1.7390923864	2.0166921992

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-0.029897925	0.1893038923	-0.157936135	2.0166921992
0.1514534242	0.1960616172	0.7724787053	2.0166921992
0.1964284739	0.1863270584	1.0542133583	2.0166921992
-0.180200929	0.1819560781	-0.990353995	2.0166921992
1.5185044068	0.8731591367	1.7390923864	2.0166921992

Source: analysis performed on sample data.

2. MANOVA for Performance vs. Other study characteristics

Table 4: MANOVA for Performance vs. Other study characteristics

F Cal.	F Critical	RSQ	RSS
0.2111678792	1.6815269553	0.0155906722	0.1711430613
β	β (SE)	0.5197626782	10.806129666
		t statistic	t critical
0.0689587426	0.1637162881	0.4212088084	2.0166921992
-0.045265226	0.1614638782	-0.28034274	2.0166921992
-0.080275049	0.164879244	-0.486871768	2.0166921992
1.6068762279	0.4911488643	3.2716684178	2.0166921992

F Cal.	F Critical	RSQ	RSS
0.2111678792	1.6815269553	0.0155906722	0.1711430613
β	β (SE)	0.5197626782	10.806129666
		t statistic	t critical
0.0689587426	0.1637162881	0.4212088084	2.0166921992
-0.045265226	0.1614638782	-0.28034274	2.0166921992
-0.080275049	0.164879244	-0.486871768	2.0166921992
1.6068762279	0.4911488643	3.2716684178	2.0166921992

Source: analysis performed on sample data.

The above table shows the detail of MANOVA for performance vs. other study variables like fair treatment, T & D and compensation. The f-value is less than f-critical which mean all means are more or less zero. So, Performance is influenced by these study variables. However, t-test results are different for compensation, the t-value for compensation (3.271) is greater than t-critical (2.01) this shows that the relationship is significant, this observation is again affirmed by value (1.606) which appears to be different from zero. Hence, we have evidence in study that the relationship between performances vs. Compensation is different from rest of the relationships. The values for other relationships were as expected. If fair treatment, T & D could influence performance why compensation could not influence performance? This could be interesting input for the subsequent study.

3. MANOVA for career development vs. other variables

The table 5 shows the details of MANOVA for career development. The f-statistics (1.05) is less than f-critical (1.68), null hypothesis is accepted i.e., all means are equal. Interestingly value (1.69) is significant, which different from expected value. All values are as expected. So, there is nothing so special about relationships. All are as expected.

Table 5: Career development vs. other study characteristics

F Cal.	F Critical	RSQ	RSS
1.0546758336	1.6815269553	0.0976129085	1.0537757169
β	β (SE)	0.4997865911	9.7416788286
		t statistic	t critical
0.0949073141	0.158548332	0.5986017822	2.0166921992
0.1784213964	0.1617614353	1.1029909327	2.0166921992
-0.139686021	0.1555150146	-0.898215657	2.0166921992
-0.19402964	0.1534370744	-1.264555133	2.0166921992
1.6967388587	0.4141284336	4.0971320033	2.0166921992

F Cal.	F Critical	RSQ	RSS
1.0546758336	1.6815269553	0.0976129085	1.0537757169
β	β (SE)	0.4997865911	9.7416788286
		t statistic	t critical
0.0949073141	0.158548332	0.5986017822	2.0166921992
0.1784213964	0.1617614353	1.1029909327	2.0166921992
-0.139686021	0.1555150146	-0.898215657	2.0166921992
-0.19402964	0.1534370744	-1.264555133	2.0166921992
1.6967388587	0.4141284336	4.0971320033	2.0166921992

5. MANOVA for Fair treatment vs., other study variables

Table 5: MANOVA results for Fair treatment vs., other study variables

F Cal.	F Critical	RSQ	RSS
0.3868976107	1.6815269553	0.0381672604	0.4163701134
β	β (SE)	0.5186946336	10.492720796
		t statistic	t critical
-0.001046002	0.1605257442	-0.0065161	2.0166921992
0.0268889451	0.1601775504	0.1678696239	2.0166921992
-0.105227403	0.1599147332	-0.65802194	2.0166921992
0.1562916446	0.1676917707	0.9320173794	2.0166921992
1.4418780384	0.5375834295	2.6821474757	2.0166921992

F Cal.	F Critical	RSQ	RSS
0.3868976107	1.6815269553	0.0381672604	0.4163701134
β	β (SE)	0.5186946336	10.492720796
		t statistic	t critical
-0.001046002	0.1605257442	-0.0065161	2.0166921992
0.0268889451	0.1601775504	0.1678696239	2.0166921992
-0.105227403	0.1599147332	-0.65802194	2.0166921992
0.1562916446	0.1676917707	0.9320173794	2.0166921992
1.4418780384	0.5375834295	2.6821474757	2.0166921992

The above table shows MANOVA for Fair treatment vs., other study characteristics viz., leadership style, empowerment, equal opportunity and communication. As usual the f-value (0.386) is less than f-critical (1.68), the relationships are valid. As usual β value (1.44) is significance due to t-value (2.68) greater than t-critical (2.01) so this test is rather interesting input for future research. β being a measure of chance or fixed parameter tend to play important role in determining combined relationship. In other words, the combined influence on dependent variable is significant. It is a matter of interest. Though the individual relationships are as expected but the cumulated effect is not as expected, which means there exists an interaction effect. For instance, relationship between fair treatments vs., leadership role is though as expected but combined with communication roles has interesting effect.

6. MANOVA for Retention

Table 6: MANOVA results for retention

F Cal.	F Critical	RSQ	RSS
1.2735475663	1.6815269553	0.1155297384	1.2471960393
β	β (SE)	0.4948001022	9.5482585062
		t statistic	t critical
-0.100411698	0.1625444241	0.1625444241	2.0166921992
0.2862120914	0.155055506	0.155055506	2.0166921992
-0.092521693	0.1597242757	0.1597242757	2.0166921992
0.1253448967	0.0929971296	0.0929971296	2.0166921992
1.2085601979	0.4531921197	0.4531921197	2.0166921992

F Cal.	F Critical	RSQ	RSS
1.2735475663	1.6815269553	0.1155297384	1.2471960393
β	β (SE)	0.4948001022	9.5482585062
		t statistic	t critical
-0.100411698	0.1625444241	0.1625444241	2.0166921992
0.2862120914	0.155055506	0.155055506	2.0166921992
-0.092521693	0.1597242757	0.1597242757	2.0166921992
0.1253448967	0.0929971296	0.0929971296	2.0166921992
1.2085601979	0.4531921197	0.4531921197	2.0166921992

The above table shows results for MANOVA for retention vs. Job satisfaction, performance, career development and fair treatment. The test results look pretty good. F value (1.02) does not seem to be significant. All F values are as expected all t -values are less than t -critical values. Finally f -statistic (1.27) is less than (1.68) so it shows that all means are same the differences are not significant. So, the study proposition proved true. Job satisfaction, performance oriented practices, career development interventions and fair treatment might help organizations retain employees.

CONCLUSION

The measurement system seems valid for the study as the extreme item values are covered with in 2 , which means the responses of study individuals appears to be valid at 95 % confidence interval. Going by results job satisfaction is influenced by all most all study characteristics so it is not possible for us to undermine all variables taken for the study. Regarding other factors viz., performance, career development and fair treatment appear to have valid relationship with respective variables. More interestingly the study variable tend exert interacting effect on factors of study. Finally the study found sufficient evidence in support of study proposition. Job satisfaction, performance oriented practices, career development interventions and fair treatment might help organizations retain employees. The relationships are very clear without interaction effect.

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